

5-2000

ACUTA eNews May 2000, Vol.29, No. 5

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"ACUTA eNews May 2000, Vol.29, No. 5" (2000). *ACUTA Newsletters*. 178.
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The Association for Telecommunications Professionals in Higher Education

NEWS

Addressing
Voice, Data, and Video
Communications Needs
for Higher Education

May, 2000

Board Approves Slate of Nominees

Candidates

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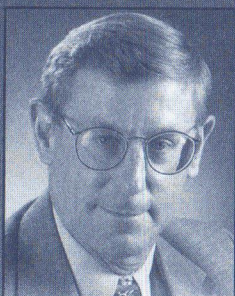
(Two positions open)

Dave Barta University of Oregon
John Bradley Rensselaer Polytechnic Institute
Harvey (Buck) Buchanan Florida State Univ.
Steve Harward Univ. of North Carolina at Chapel Hill

The Board of Directors has approved a slate of nominees to present to the membership for election to the Board. The new officers' terms begin at the close of the Annual Conference in August.

Ballots will be mailed to voting members May 17 with instruction to return a written vote postmarked no later than June 4. Ballots postmarked after that date will be disqualified. Fax, e-mail, and phone votes cannot be accepted.

Serving on ACUTA's Board of Directors provides opportunity for professional and personal growth. It requires a commitment on the part of the individual as well as the institution for which he or she works. All of these nominees are to be commended for their willingness to serve the association as Board members.



In my December column I talked about some of the skills that are often viewed as essential for an effective leader. Each of the twelve skills impacts how you work with others and how they respond to you. This is import to remember since most of us accomplish our jobs in conjunction with others or through others. These skills include:

After writing the column in which I described these skills, I became very interested in answering that question. Are there other characteristics, traits, competencies, etc., that recognized effective leaders demonstrate? Of the various insights my research uncovered, I believe the most useful is provided by Warren Bennis.

that engages others who buy into and freely support it.

Management of Meaning

To make dreams apparent to others and to align people with them, leaders must communicate their purpose. Communication and alignment work together. People must understand and buy into the dream

From the President

Tony Mordosky
Bradley University

Vision: Leaders have both a clear goal and a firm commitment to reaching it.

Charisma: High self-esteem, high energy

Character: The core of a leader's creative center; his or her ideas, values, experiences, knowledge, and wisdom

Responsibility: Willingness to take risks commensurate with rewards to be gained.

Planning: A balance with execution.

Social skills: Listening and responding to people; expressing genuine interest

Achievement drive: High level of motivation

Emotional stability: Maturity

Tolerance for ambiguity: Ability to see how all the details fit into the big picture

Decisiveness: Ability to assess situations, analyze choices, and move toward solutions

Delegation: Demonstration of the principle of accomplishing more through other people.

Positive outlook: Communication of the belief that they will reach their goals.

However, *does mastery of these skills ensure success as a leader?*

For five years, in preparation for his book entitled *An Invented Life: Reflections on Leadership and Change*, Bennis followed a very diverse group of 90 leaders from both the corporate and public sectors. These individuals had to be "true leaders who affect the culture, who are the social architects of their organizations, and who create and maintain values." In his book, he identifies certain "competencies" of leadership evident to some extent in all. Four of these he terms:

- Management of attention
- Management of meaning
- Management of trust
- Management of self

Management of Attention

Possibly the trait most commonly shared by effective leaders is their ability to draw others to themselves. They accomplish this by articulating an uncommon commitment to their vision, their dream, their defined set of intentions, their agenda, or the frame of reference within which they operate—their purpose. The ability to clearly communicate that strong commitment attracts people to them.

Effective leaders manage attention through a compelling message or vision

or vision if they are to fully support the leader's purpose. Effective leaders find ways of communicating meaning, often by using analogies with which people can identify.

The leader's goal is not simply to clarify or explain the purpose, but to create meaning. Once it is created, effective leaders can communicate the meaning through many layers of the enterprise. Leaders accomplish this communication in a variety of ways including, but not limited to, the spoken and written word.

Management of Trust

Trust is essential to all enterprises and their sub-units. The main determinant of trust is reliability—what Bennis calls "constancy."

Leaders "talk the talk and walk the walk" in their organizations. They deliver a consistent message in all they do. One phrase that Bennis frequently heard when he talked with board members or staffs about these leaders was "Whether you like it or not, you always know where she/he is coming from, what she/he stands for."

continued on page 4

New Area Code for ACUTA: Central Kentucky is transitioning to a new area code. Please note our new number: 859/278-3338

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ACUTA EVENTS

**29th Annual
Conference & Exposition
July 30–August 3, 2000
Washington D.C.**

**Fall Seminars
October 15–18, 2000
San Antonio, TX**

**I. Supporting Academic Services
II. Convergence of Voice, Video & Data**

**Winter Seminars
January 14–17, 2001
New Orleans, LA
Topics TBA**

Spotlight on Volunteers: State Coordinators

In the first of a series of spotlights on our volunteers, we posed some questions to state coordinators **Anne Apicella**, New Mexico, and **Sheila Sanders**, Alabama.

After “yikes—30 years!” in telecommunications, Anne is looking forward to retiring this summer. Her career has included positions with several players in the field of telecommunications: Western Electric, Pacific Bell, PacTel, and, since 1990, the University of New Mexico.

How did she find her way to ACUTA? “As soon as I joined UNM, I realized that I needed a source of reliable, unbiased information to help me be effective, so in 1990 I joined ACUTA because it was (and still is, in my opinion) the only organization that can give me the information and contacts I need to stay current in the industry, and especially how it relates in a higher education environment.”

As a state coordinator, Anne has tried to keep a finger on the pulse of local issues.

“Several New Mexico institutions are currently working with the state Public Regulatory Commission and the state Attorney General’s office to try to end the ‘cramming’ practices we have been suffering,” she reports. “We seem to be moving toward having the carriers recognize that this is a major national problem for colleges and universities.”

Through her active participation in ACUTA’s listserve, service on committees and the Board of Directors, and presenting and participating at the events, Anne has been a real asset to ACUTA.

Sheila Sanders began working at the University of Alabama at Birmingham in 1983 when their first switch was installed. “Prior to that,” Sheila says, “UAB was actually my account when I worked for a local interconnect company. I became Director of Telecommunications in 1989. I have been involved with ACUTA since the late ’80s (so long I can’t remember).”

Asked how ACUTA has benefited or affected her, Sheila says, “Whether it is getting an idea by lurking on the listserve, borrowing an RFP or vendor list from another university, or just commiserating with someone else who has the same issues you do, ACUTA is an organization made up of wonderful people who are always willing to help each other.”

Networking among college and university telecommunications folks in Alabama is a tradition of long standing, according to Sheila. “We rotated the meeting to a different campus each quarter. This was really helpful to all of us and although we haven’t met for a while, we are planning a meeting soon. I recommend this as a great way to stay in touch with your local friends.”

Thanks to both of these professionals for their participation as ACUTA state coordinators!

ACUTA LEGISLATIVE & REGULATORY AFFAIRS COMMITTEE

Whitney L. Johnson

D C Update

Read about the latest developments in the following issues in the most recent Legislative and Regulatory Update, prepared by Wiley, Rein & Fielding for ACUTA members only from the ACUTA Web site at www.acuta.org.

Telecommunications-Related Developments:

- CALLS Revises Access Charge Reform Proposal
- FCC Mandates More Efficient Use of Telephone Numbers
- FCC Grants Reconsideration in Part of Its Truth-in-Billing Order
- SBC Asks FCC to Delay Decision on Texas Application
- InterLATA Relief Bills
- Appeals Court Appears Unlikely to Overturn Detariffing Order

Qwest will be the owner of the centers and IBM Global Services will be the builder plus provide operational support during the three years. The centers will be connected through Qwest’s broadband Internet network. IBM will have “Web-hosting space as the anchor tenant of each CyberCenter it builds. The first four centers will be in Pennsylvania, Texas, California, and Virginia. Qwest plans to have more than 40 centers in

Commission on Truth in Billing that took effect on April 1. The companies wanted to get some extensions beyond the April 1 date for them to comply. (TR 4/10)

Line Sharing Speeds

In November 1999 the FCC ordered ILECs to make line sharing available to requesting carriers. Rhythms NetConnections, Inc., is working with GTE under a line-sharing agreement in

- Common Carrier Bureau working to Eliminate "Intercarrier" Charges
- Universal Service
- FCC-Levied Phone Fees Faulted by House Republicans
- MCI WorldCom/Sprint Merger
- AOL/Time Warner Merger
- Appeals Court Sends Part of Colocation Order Back to FCC
- Competitive Telcos See Building Access Rule Spurring Competition
- Bell Atlantic to Pay Fines for Its OSS Problems
- FCC Approves Creation of Two National Wireless Carriers
- FCC Approves U S West, Qwest Merger
- FCC Merger Review Process
- FCC Commissioner Susan Ness Confirmation Hearings
- Bliley to Retire at End of Session

Internet-Related Developments:

- Open Access
- E-Commerce
- Privacy

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Lucent System 75 PBX

According to *The Telecom Manager's Voice Report* (VR 3/27), Lucent will discontinue maintenance, time and support for the 15-year-old System 75 PBX line effective 12/31/01. Fifteen years is a long time in the PBX/telecom business, and it's unlikely that very many 75s are still in use. If your campus does have this system, you should start planning for a replacement.

Qwest/IBM Data Centers

As reported in *Telecommunications Reports* (TR 4/3), Qwest and IBM have announced a cooperative agreement to build and deploy 28 Internet data centers over the next three years. The CyberCenters will be used to provide next-generation e-business services and applications, including facilities colocation, integrated Web-hosting solutions, and application service provider platforms.

plans to have more than 10 centers in North America eventually.

Slamming

As part of an agreement with the FCC's Enforcement Bureau, Sprint will pay the U. S. Treasury \$250,000 for slamming. Sprint will also return slammed customers to the original carrier, credit them with expenses incurred relating to the slamming, and give them each a \$10 calling card.

In this case, Sprint found that a telemarketing company had managed to get unauthorized access to some of Sprint's computer system and did things that were not correct. Sprint voluntarily brought the matter to the FCC in December 1999. (TR 4/3) I call that a real big plus for Sprint!

Truth in Billing

The FCC and the National Association of Regulatory Utility Commissioners are working to develop a set of rules that will curb misleading telephone billing practices. At a workshop on March 29, the carriers wanted to have a set of rules that would apply and be uniform from state to state making it much easier for them to provide bills that are understandable for the customer. This new set of rules may take a while to develop, but when they are adopted, and if they are then implemented in each state, they should make it easier for your staff to keep track of what is on the bill that may not be correct.

The FCC's Common Carrier Bureau denied 10 petitions that had been entered by various carriers for temporary waivers of the rules established by the

Lost Angeles. Line sharing enables a CLEC to provide DSL service over the high-frequency portion of a local loop, while the ILEC continues offering voice service using the low-frequency portion of the same loop.

Rhythms has been testing these services with several of the ILECs and is offering speeds that range from 144 kilobits per second to 7.1 megabits per second. As this technology develops, data will surely move faster through all of the systems. (TR 4/3)

Mergers

The Qwest/US West merger has the approval of the FCC but still needs approval from five states.

The MCI WorldCom/Sprint merger seems to be having trouble. Some state PUCs as well as the Dept. of Justice and certain FCC staffers have registered concerns about competition (or lack thereof) and other issues.

Colleges and Universities Exempt from CALEA

In response to an inquiry posed by Carmine Piscopo of Providence College, Rodney Small of the FCC/Office of Engineering and Technology has confirmed that colleges and universities are exempt from CALEA. The following is the text of that response:

In August 1999, the FCC issued a Second Report and Order specifying the entities subject to CALEA and a Third Report and Order finalizing CALEA technical standards. These documents, accompanying news releases, and other information pertaining to CALEA may be found on the FCC's CALEA home page: <http://www.fcc.gov/wtb/csinfo/calea.html>.

With regard to your specific question, paragraph 6 of the Second Report and Order states: One of the key questions in this proceeding is what entities and which of their services are subject to the requirements of CALEA. Section 103 specifies that the assistance capability requirements apply only to telecommunications carriers, which section 102(8) defines primarily in terms of the kinds of services offered. Thus, section 102(8)(A) and (B) provide: The term "telecommunications carrier" - (A) means a person or entity engaged in the transmission or switching of wire or electronic commu-

nications as a common carrier for hire; and (B) includes- (i) a person or entity engaged in providing commercial mobile service (as defined in section 332(d) of the Communications Act of 1934 (47 U.S.C. 332(d))); or (ii) a person or entity engaged in providing wire or electronic communication switching or transmission service to the extent that the Commission finds that such service is a replacement for a substantial portion of the local telephone exchange service and that it is in the public interest to deem such a person or entity to be a telecommunications carrier for purposes of this title

Section 102(8)(C) then identifies two categories of entities that are exempted from the definition: (i) persons or entities insofar as they are engaged in providing information services; and (ii) any class or category of telecommunications carriers that the Commission exempts by rule after consultation with the Attorney General.

Accordingly, because colleges and universities are not telecommunications carriers as defined by section 102(8) of CALEA, CALEA regulations do not apply to them.

More High Tech Short Takes

Fast Data

According to the *Los Angeles Times* (4/7/00), a new technology called optochips

According to the *New York Times* (3/28/00), a chief scientist for MCI WorldCom's UUNet unit says: "This is the only box

Board Report

April

A joint meeting of the Board of Directors and the Chairs of the Standing Committees was held on April 8, 2000 at the Spring Seminar. The following are highlights of that meeting:

- The slate of nominees for the upcoming elections was approved by the Board.
- Walter Magnussen, Texas A & M University, was approved as a new member of the Publications Committee.
- Joseph Vasquez, San Diego State University, was approved as a new member of the Legislative/Regulatory Affairs Committee.
- Work was begun on the proposed budget for fiscal year 2000-2001.
- The Board approved the recommendation of removing the Marketing Committee as a permanent Standing Committee. The Web Recognition sub-committee will remain as an Ad Hoc Committee.
- The Facilities/Services Survey will be available on-line with searching capabilities in the near future.
- The Board approved the continuation of the Fall Seminar through 2001. An Ad Hoc Committee will be appointed to evaluate issues and concerns for future Fall seminars, and/or new program initiatives.

Respectfully submitted,



Linda Bogden-Stubbs
SUNY Upstate Medical University
ACUTA Secretary/Treasurer

Free Encryption Software for Colleges and Universities

Daniel C. Devine

ACUTA Communications Intern

Due to denial-of-service (DoS) attacks on Yahoo.com, Amazon.com, and other Internet sites, SSH Communications Security and the SANS Institute recently

Institute, fifty university security people identified high cost as one of the principal impediments to improved security.

From this initial meeting came eight months of research by technical

could dramatically improve high-bandwidth access to the Internet. Using optochips to send data as light signals through fiber-optic networks provides economies in speed—at least 10 times faster than current electro-optic modulators—and power. The new technology needs only 0.8 volts to operate, a real improvement over today's devices which require 5 volts. If the technology passes long term testing, and if certain other companion technologies are developed in the interim, it could be available commercially in as little as two years.

Fastest Switch on the Market?

Juniper Networks is announcing a new router that may be the fastest electronic switch on the market, offering data flows of 10 billion bits a second.

we've been able to qualify for use in the backbone at this rate." (www.nytimes.com/library/tech/00/03/biztech/articles/28network.html)

Smooth as SiLK

The *New York Times* (4/3/00) reports that IBM has developed a chip manufacturing process that uses a new insulating material known as SiLK for isolating the copper wires in an integrated circuit. One important result will be an increase in chip performance by as much as 30%. By significantly decreasing "cross talk" between wires, SiLK will allow denser packing of wires on a single chip, and will make the chip faster by allowing the transistors connected by the wires to switch on and off more rapidly. (www.nytimes.com/library/tech/00/04/biztech/articles/03chip.html)

Moderators & Monitors Still Needed in Washington, D.C.!

Serving as a session moderator or monitor will not only enhance your conference experience, it will also provide you with an opportunity to converse one-on-one with the presenters and meet many of the attendees.

With the conference coming up in Washington, D.C. July 30–August 3, many moderator/monitor positions have already been assigned. Now is your last chance to sign up.

Check the list of sessions needing moderators and monitors on the Web at <http://www.acuta.org/html/moderator.pdf>. Or you can review the conference schedule in your brochure to locate sessions that interest you. Please send an e-mail to Donna Hall at dhall@acuta.org listing the sessions you prefer.

Security and the SANS Institute recently teamed up to provide free secure password technology to colleges and universities.

Passwords and accounts illegally obtained from education institutions have frequently lead to DoS attacks and similar site break-ins. Once the university computers are hacked into, the intruders use that computer system to launch attacks against commercial and government sites. Since March 1, SSH and SANS have offered the secure login program SSH2, Secure Shell to accredited universities across the U.S. free of charge. By registering at the SSH Web site (www.ssh.org), universities are able to download both the server and the client versions of the Secure Shell program.

Founded in 1989, the SANS (System Administration, Networking and Security) Institute describes itself as "a cooperative research and education organization through which 91,000 security, system and network professionals share the challenges they are facing and jointly develop solutions." (See www.sans.org.) Government agencies, corporations, and universities constitute the members of this institute.

SSH, founded in 1995, lists among its partners and long-term customers Sun Microsystems and Compaq. "A world-leading supplier of Internet security software for demanding network security solutions," is how SSH describes itself on its Web site.

SANS and SSH came together on this project following a meeting at the SANS99 conference in Baltimore last May. According to Alan Paller, the Director of Research at the SANS

representatives from thirteen leading universities to further understand this issue. As a result of polling 134 universities concerning security needs, SSH and SANS concluded that any encryption tool had to be free.

The software provided is described by SSH as "the standard for remote logins and file transfer over the Internet." Among the thousands of organizations using this program are MCI, Stanford University, and NASA. According to SSH, Secure Shell "encrypts all traffic, and provides a high level of protection against hacker attacks," featuring automatic authentication of users, multiple strong authentication methods, and authentication of both ends of connection. No passwords are sent in cleartext in order to prevent the stealing of passwords, and secure file transfer is provided.

Secure Shell 2.1, according to the SSH Web site, provides "totally rewritten code that improves security, analyzed and designed by top security specialists." The Secure Shell program is available for nearly all Unix platforms as well as Windows 95, 98, NT, and 2000. With safer university computers comes a safer Internet community with less threat of DoS and other attacks.

SANS and SSH hope to accommodate that safer community. In a news release dated March 1, George Adams, President and CEO of SSH, Inc., stated, "Protecting communications while blocking misuse, vandalism, and theft of valuable information will help the university community and the development of a secure Internet for us all."



Jeri Semer, CAE
Executive Director

Web Sites of the Month

www.telecom.tcu.edu/

Texas Christian University Telecom Department's Web site was selected for its quick and easy navigation features and its clean look.

www.gte.com

GTE's site is an excellent example of good layout and graphics. An online billing review section is specially useful.

From ACUTA Headquarters

Destination: DC

As the school year comes to a close, and most students leave campus for the summer, Telecom and IT departments gear up for building renovations and other summer projects. However, summer is also an excellent time for your own professional development and renewing contact with professional colleagues through attendance at the ACUTA Annual Conference.

This year, Washington, DC is the site for this exciting annual event. The Marriott

Wardman Park is a classic historical hotel property, totally updated and renovated

just last year to a state-of-the-art meeting facility. The hotel is located in the lovely Adams-Morgan section of Washington, surrounded by beautiful homes, quaint shops and interesting ethnic restaurants, and not far from the National Cathedral, Rock Creek Park, and other landmarks. (As a legislative intern back in the late '70s, I lived in this part of Washington and loved it!) Just a few steps from the hotel is a Metro stop (Washington's clean, efficient, and inexpensive subway system), from which trains can whisk you away to all of the museums, galleries, government buildings, monuments, and world-class shopping

that make Washington such an exciting destination.

The Program Committee has planned an outstanding event this year, although it was tough selecting from the many good proposals received from ACUTA institutional and corporate members. The keynote sessions promise to be particularly enlightening. Dr. Donald Langenberg, Chancellor of the University System of

For more information on this year's conference,

visit our Web site at

www.acuta.org/Events/Annual_Conference/Annual_Conference_00.cfm.

Maryland, will share his insights about information technology and its effect on the accelerating transformation of higher education. Steve Farber of the "tompeters company" will advise us on how to create and communicate a compelling picture of tomorrow, inspiring action and commitment to the future vision while trying to survive the chaos of today!

Jeff Linder will present the latest important Federal regulatory and legislative information affecting campuses in the U.S. Don Blohowiak of the Lead Well Institute will offer a practical guide to translating

leadership concepts into day-to-day leadership realities geared to the pressured environment of your campus. Finally, Bob Hirschfeld, a "Cybersatirist" will leave us all laughing with his hilarious look at the digital age.

For campus executives and senior technology leaders, the Higher Education Advisory Panel has planned an exceptional program for the fourth Senior Leadership

Forum, July 31 and August

1. This year, Forum participants will examine three critical topics: integrating technology into instruction, user support, and e-business in

higher education. I would urge you to make your senior technology executives aware of this program. Call or e-mail the ACUTA office (Amy Conrad, 859/278-3338, aconrad@acuta.org) to add them to the mailing list.

The Annual Conference offers a wealth of education and all-important opportunities to exchange information with colleagues from institutions facing challenges similar to yours. Join us in Washington, and put a face to the names you see so often on the listserve! It will make your exchanges throughout the year that much more meaningful.

Jeri Semer

Institutional Members

- Alcorn State Univ., Alcorn State, MS. Wiley Jones, 601/877-6151. T2 www.alcorn.edu
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Corporate Affiliate Members

President's Message

continued from page 1

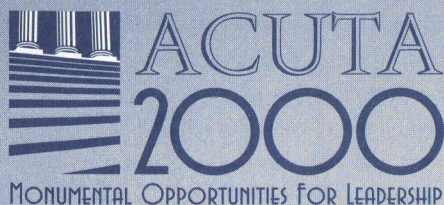
Welcome

New

Members

Positions Available

For complete descriptions of these and other positions, access the ACUTA Web site at www.acuta.org. If you do not have Internet access, call Pat Scott, ACUTA Communications Manager, 606/278-3338 x21 for more details.



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InterWAVE Communications is a leading provider of cost-effective communications systems for wireless GSM over IP networks supporting both voice and data. We deliver products that provide greater flexibility and gateway functionality by leveraging wireless access.

Manager of Telecommunications, Information Systems, Pittsburg State Univ.

Contact: Jeff Russell, Information Systems, Pittsburg State University, 1701 S. Broadway, Pittsburg, KS 66762-7529. Review of applicants begins May 9, 2000

Programmer/Analyst, Cornell University

Contact: Ron Parks, Cornell University, Rm #140, 120 Maple Avenue, Ithaca, NY 14850. Phone 607/255-2639; Fax 607/255-6982; E-mail rbp3@cornell.edu

Telecom Technician II, Salve Regina University

Contact: Director of Human Resources, 100 Ochre Point Ave., Newport, RI 02840-4192. Fax 401/341-2921. EO/AA employer. Minorities are encouraged to apply.

Field Engineer 2, University of Cincinnati

Contact: Employment Services, University of Cincinnati, PO Box 210117, Cincinnati, Ohio 45221-0117. Please reference job ad #99IT0127.

Countdown to Conference

Just In Time*

Last minute crunch. Remember when that was the exception, not the standard? When you faxed something that was "urgent"? Those were the good old days! Now, we can't wait for a fax. We need an ISDN or T-1 line or Cable Modem to speed important information.

Soon, we'll laugh at our ridiculously pokey and primitive ways. Get in line for the forthcoming release of the new Wintel Cranialink — a subdural neuro-digital satellite-linked synchronous synaptic processor, complete with a USB port, fiber optic connector, and optional AAA GlutealTuckPak power source. It's installable in less than a day on an outpatient basis. (Consult your HMO or managed healthcare plan for restrictions.)

Blame technology. Blame downsizing.

Today, it's just-in-time everything. Whenever you lay blame, the modern business culture has turned us all into citizens of, and slaves to, the "instant gratification nation." We gotta have it now, if not sooner. Time-sensitive has been eclipsed by time-obsessed.

Lily Tomlin may have put it best when she quipped, "For fast-acting relief, try slowing down." Quality thought, the kind that leads to quality action, takes a bit of time to reflect, to consider, and to plan.

To learn techniques to help you make it happen in the pressured environment on campus, attend Don Blohowiak's general session at the ACUTA 2000 Conference. Plan your travel to stay for his session on Thursday morning.

Management of Self

The leadership competency Bennis terms management of self may be less obvious than the other competencies, but it has the potential for very positive or negative affect on an enterprise. Knowing one's skills, both strengths and weakness, and deploying them effectively is critical; without it, leaders have the potential to do more harm than good. Leaders, who know themselves, know their strengths and nurture them in fostering their objectives.

Balancing both their professional and personal lives is essential in creating an environment that minimizes the stress on both our employees and ourselves. We have all witnessed executives that have given themselves heart attacks and nervous breakdowns. Even worse are those leaders who are 'carriers,' causing their employees to be ill.

If you look at these competencies, it is easy to recognize many of the skills listed at the beginning of this article. Vision, character, responsibility, social skills, achievement driven, emotional stability, and positive outlook are all components of Bennis' Four Competencies. Clearly there is a relationship between the individual skills and being and/or becoming an effective leader.

Each of us in our own position has the potential to provide leadership to our group, unit, division, or institution. However, we can enhance our position by recognizing the competencies of effective leaders. Identifying those individuals within our institutions who exhibit such competencies and positioning ourselves to work with those individuals can also positively impact our units and contribute to the overall mission of our institutions.

As always, I welcome your comments anytime at mordosky@bradley.edu.